

## Controller Contract Opens Third Day of Leadership Summit

**Aug. 16** - The new controller contract was front and center on the third day of the 2006 ATO Leadership Summit in Washington, D.C.

In a standing-room-only opening session on labor relations, Rick Ducharme, ATO lead negotiator for the controller contract, stressed the importance of managers attending the contract implementation training in St. Louis at the end of the month.

“You have to take a good look at the contract and administer it correctly,” said Ducharme, who predicted the new contract will allow managers “to better manage and lead.”

The contract, he added, needs to be implemented in a positive way and shown to be a good deal for all parties.

Likewise, ATO Vice President for Technical Operations Steve Zaidman emphasized the need for managers to implement the contract consistently and fairly. “If we are not perceived as fair, we are not effective in doing our business.”

Zaidman also urged managers to be professional — a trait that is contagious. Managers, he continued, “need to set the bar for behavioral standards.”

### VP Breakout Sessions

The new contract was also a major topic for discussion at the subsequent individual service unit breakout sessions, led by each vice president.

En Route and Oceanic Services Vice President Rick Day called the contract an opportunity to move the ATO further toward a performance-based organization. He told his managers that to do a good job in implementing the contract — which he described as a “huge change” — they had to set the bar high, listen, explain and provide support.

“We are at a turning point to build trust,” he said.

Vice President of Terminal Services Bruce Johnson used the breakout session to implore the managers and directors to network with each other, share information and “get phone numbers.” “Your peers are facing the same challenges you’re facing,” he said. “There’s no use for all of you to go out and reinvent the wheel all the time.”

Vice President of System Operations Mike Cirillo, in his briefing to service unit managers, stressed that the ATO was going through a major change in the way it does business. This included empowering the managers.

The ATO’s overarching commitment to safety was also hammered home during the Technical Operations briefing. Lending support to VP Steve Zaidman, the service unit’s Director of Safety and Operations Support Rick Thoma said that managers need to recommit to keep the U.S. air traffic system the safest in the world. “Safety must be part of the operational system in our policies, procedures and practices,” Thoma said, stressing the commitment to implement the Safety Management System to help “ensure the NAS is free from unacceptable levels of risk.”

Bill Davis, Vice President of Safety Services, used the time alone with his service unit’s leaders to urge them to continue the hard work they’ve undertaken to make air travel safer. “You have the ability to move all of this forward — you have the ability to reinvent safety,” he told them. “The desire for information is growing. People are anxious to provide a safe system.”

What was evident in all the vice presidents’ unit briefings today was their gratitude for the skill and dedication of their top managers across the country



Photo: FAA

**TIME FOR CHANGE** John Pipes, ATO transition executive, explains the reasons behind restructuring.

## Pipes Discusses Restructuring; Harvey Lightens Lunch

**Aug 16** - The afternoon session was dominated by one of the ATO’s most critical current issues: Service Area Restructuring. John Pipes, ATO transition executive, described the restructuring as a “significant event” in the ATO’s transition. The June 26 standup of the new consolidated service areas shows that the ATO is “leading the way” in the aviation sector, and other FAA structures are following suit in their own reorganizations, Pipes pointed out.

Details on how the new service centers will operate were then explained by Felix Enriquez, manager of the Eastern Service Center located in Atlanta, Gus Nezer, manager of the Central Service Center in Fort Worth, and Mark Reeves, manager of the Western Service Center in Seattle.

Perhaps the highlight of the day — at least in entertainment value — was the lunch address by organization management guru Dr. Jerry Harvey, a former professor at George Washington University. Using a highly humorous speech punctuated with side-splitting anecdotes, Dr. Harvey made the case for building a high-performance organization based on bringing out the best in individuals.

## Trans-Atlantic Exchange Opens Air Traffic Eyes

**July 25** – A reinvigorated air traffic control exchange between the United States and Germany is already paying dividends.

Being an international leader in air traffic control doesn’t necessarily mean having a monopoly on good ideas or best practices. An exchange of personnel between the Air Traffic Organization and its counterpart in Germany indicates there is much that can be learned on both sides.

“The key is to learn about the other side,” says Ann Tedford of the ATO. “It’s a great opportunity. We’re all in the same business

— air traffic control. It’s kind of nice to walk in someone else’s shoes for a while and look at their world.”

Tedford and Dirk Kuegler, of DFS Deutsche Flugsicherung GmbH, are liaison officers for their respective organizations. Both have been getting a fresh and insightful look at air traffic control issues courtesy of a recently reinvigorated exchange agreement between the two organizations.

“The job is to keep airplanes from running into each other. That’s the basic business we’re in,” Tedford says. “But we have dif-

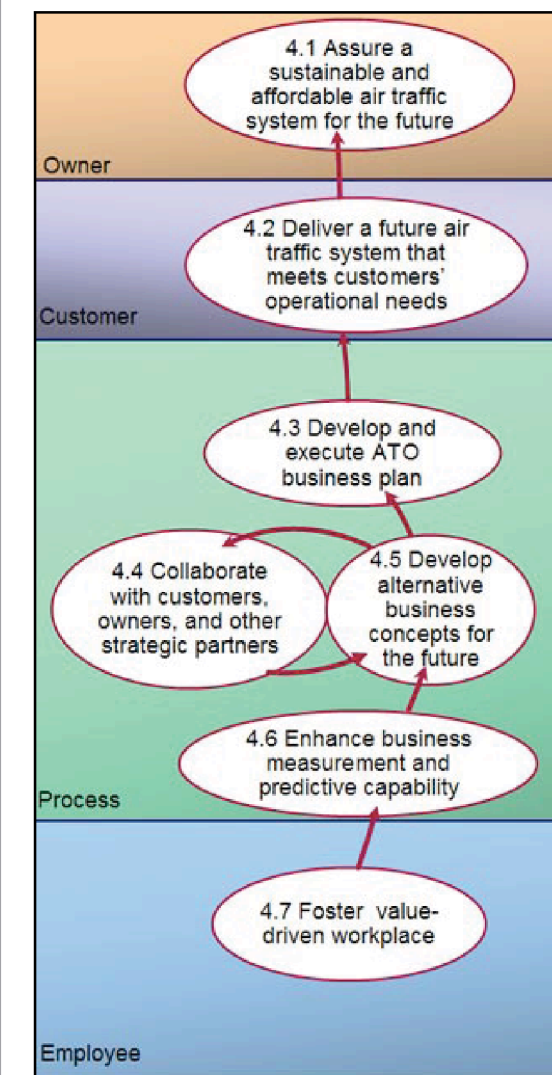
ferent ways of doing it, different environments, with different demands on us and different priorities. We’re trying to remind ourselves of that.”

Kuegler agrees. “In many ways it opened my eyes about how decisions are prepared and taken to a decision point,” Kuegler says, reflecting on the FAA and some of the ways it operates. “I understand the structure and the importance, and sometimes the will, to go ahead on certain topics like ADS-B. I was really surprised that decision came that quick.”

## ATO Strategy Map

### Pathway Four

#### Ensure a Viable Future



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“Living the Vision”

# ATO LEADERS REPORT

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## Photo Gallery

Look for many more pictures of the 2006 ATO Leadership Summit on ATO Online in the near future.

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## Talking Points

### Delays and What We're Doing About Them

Inclement weather is responsible for most summer delays and accounts for 70 percent of all air traffic delays. Our goal is to keep passengers safe while reducing delays caused by these storms. With lightning, thunder and extreme turbulence, thunderstorms are too dangerous to fly through, so we protect passengers by rerouting flights around them. But this rerouting causes delays that can ripple through the system.

#### Taking Preventive Action

Unlike winter weather and snowstorms that take time to develop and move slowly, one bad summer storm can stretch hundreds of miles wide -- grounding flights and sending chain reaction delays throughout the aviation system. Even though we can't control the weather as it ripples through the system, we can prepare for it.

At the FAA, weather planning is a year-round effort. When storms develop, our air traffic controllers and traffic management specialists carry out predetermined plans for routing traffic around storms. To prevent gridlock, we can choose from an assortment of traffic management tactics, from rerouting flights to holding aircraft headed toward crowded airports.

#### A Spirit of Cooperation

FAA facilities and the user community collaborate to manage the National Airspace System. Through constant communications with airline operations, state-of-the-art technology and well-practiced procedures, FAA traffic and weather specialists work together with air traffic controllers and airline operators to keep the system safe.

#### A Silver Lining

This summer, the FAA unveiled a new program to reduce delays by minimizing the numbers of planes affected by thunderstorms. The Airspace Flow Program allows us to target only the flights in the path of the storm by targeting their airspace. Unlike a ground delay program that affects all planes at the airport, the airspace flow program only affects flights in the path of bad weather.

The *Wall Street Journal* called this new program “a foul weather tool that appears to be helping.” The newspaper estimated that the program reduced delays by as much as 50 percent on stormy days, compared with last year. When the program was used earlier this summer, Continental Airlines said, “The AFP concept is great. It is reducing our delays while giving us more options to get our flights out on time.” Other carriers agreed that the programs were well thought out, implemented perfectly, and smoothed the flow of traffic.

### NATCA Contract To Be Implemented Sept. 3

As originally reported by the FAA employee site, the new NATCA contract will be implemented on Sept. 3, 2006. To prepare for the implementation, permanent supervisors, managers and labor relations specialists will be attending one of three training sessions to be held in St. Louis, Mo. The five-day sessions are scheduled to take place from Aug. 21 to Aug. 25, Aug. 28 to Sept. 1, and Sept. 5 to Sept. 9. More information on the contract training can be found at [ipm.faa.gov/stlouis](http://ipm.faa.gov/stlouis).



Photo: FAA

**SUMMIT ZONE** ATO leaders focus on their service unit during a breakout session yesterday.

### Technical Operations Advances PAPI in Texas and California

Technical Operations personnel commissioned the new Precision Approach Path Indicator for runway 04 at the William P. Hobby Airport in Houston, Texas, during the week of July 17.

On June 26, Technical Operations started a project to establish two new PAPIs in California. These PAPIs are part of the overall upgrades to Runways 11 and 29 visual aids at the Oakland International Airport. Technical Operations plans to complete this

project and have it ready for flight check in early October.

The PAPI is a light system positioned beside the runway that provide a visual indication of an airplane's position on the glidepath for the associated runway. PAPIs are usually located on the left side of a runway and can be seen up to five miles during the day and twenty miles at night.

### FAA, European Commission Agree to Coordinate New Air Traffic Management System

The United States and the European Commission have signed an agreement to coordinate their efforts developing new air traffic control systems. The agreement will also encourage private companies on both sides of the Atlantic to ensure that all the new systems involved work in synch with one another.

At Britain's Farnborough Air Show July 18, FAA Administrator Marion Blakey and European Commission Vice President Jacques Barrot announced their signing of a Memorandum of Understanding. The agreement calls for facilitating cooperation toward a “Single Sky” implementation that would synthesize the U.S. Next Generation Air Transport System with the European Commission's Single European Air Traffic Management Research, or SESAR, airspace modernization programs.

“As the FAA moves forward with aggressive air traffic modernization efforts, it's vital that we coordinate with our global partners,” said Blakey. “This memorandum provides the framework for a more seamless, performance-based air transportation system in the United States and Europe.”

The MOU comes ahead of the release of NGATS' own documentation, expected later this summer. That report will provide the system's working details, a key element being the satellite and onboard-based Automatic Dependent Surveillance-Broadcast -- now operational in Alaska's ATM, and used privately by United Parcel Service.

The MOU does not explore the financial sources of the advancements, nor does it offer a specific timeline, only to say that the United States-European Commission coop-

eration is “subject to the availability of appropriate funds and necessary resources.”

The FAA and the European Commission will “endeavor to cooperate,” according to the MOU, in such areas as: regulations standards and procedures; coordination with international organizations; research and development; and civilian/military air traffic issues.

The FAA and European Commission should “endeavor to meet every 12 months.” They should also continue pre-existing informal exchanges between such “governmental and industrial entities” as the Industry Consultation Body and SESAR for the European Commission and the Air Traffic Management Advisory Committee and NGATS for the FAA.

This Story originally appeared in the Leaders Report on July 25, 2006.

### Know Your ATO

Can you name this facility?



Yesterday's answer: Daytona Beach Tower.